CHAPTER 2

REVIEW OF LITERATURE
CHAPTER – 2

REVIEW OF RELATED LITERATURE

The present chapter briefly reviews literature and research articles of different aspects work life balance connected directly or indirectly with the present study. In this context it is worth to mention some of the findings of the review of literature in the succeeding passages.

2.1 NATURE AND MEANING OF WORK LIFE BALANCE

The expression “work life balance” was first used in late 1970s to describe the balance between an individual’s work and personal life. Consensus on a commonly accepted definition is difficult to attain as the boundary line between work and life is subjective and varies with spouses and employers as priorities are different.

The Work Foundation part of Lancaster University defines work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society. Striking a balance between the needs of the individual employee, customer and organisation demands the following:

- **For employees**: Different individuals will have different expectations and needs at different times in their life
For customers: Organisations need to respond to the demands of their customers if they want to continue to be successful.

For organisations: Organisations need to be able to manage costs, maintain profitability and ensure that teams work effectively together.

2.2 LINKAGES BETWEEN WORK LIFE BALANCE AND VARIOUS INDUSTRIAL SECTORS

2.2.1 International Studies

J. Greenhaus (2003) in his research article *The Relation between Work-Family Balance and Quality of Life* examined the relation between work family balance and quality life of among professionals employed in public accounting assessing three components of work family balance

- Time balance – equal time devoted to work and family
- Involvement balance – equal involvement in work and family
- Satisfaction balance- equal satisfaction with work and family

The article summarizes the fact that individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life as compared to the individuals

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who spent more time on work than family. Similar findings were observed for involvement and satisfaction.

David Clutterbuck (2003)\textsuperscript{21} in his book ‘Managing Work-Life Balance’ has observed that the term work life balance has no precise definition. ‘Work’ relates to the time and energy people contract to expend to a third party in return for a defined reward. ‘Life’ is taken to be the antithesis of work. It involves accumulation of experiences, the opportunity to experiment and learn, being able to establish and grow meaningful, fulfilling activities. ‘Balance’ is a state where an individual manages real or potential conflict between different demands on his or her time and energy in a way that satisfies his or her needs for well-being and self-fulfillment. According to him work-life balance can arguably be boiled down to:

- Being aware of different demands on your time and energy
- Having the ability to make choices in the allocation of time and energy
- Knowing what values you wish to apply to choices
- Making (conscious) choices.

\textsuperscript{21}Clutterbuck, D, 2003, Managing Work-Life Balance, Edition I Chartered Institute of Personnel and Development, CIPD House, Camp Road, London SW 194UX.
Maribeth C. Clarke, Laura C. Koch, E. Jeffrey Hill (2004) in their study “The Work-Family Interface: Differentiating Balance and Fit” highlight that work-family fit is comparable to work-family balance in that it represents interactions between work and family and yet distinct because it precedes balance and other outcomes. Their study explores the relationship between, predictive factors of, and interactive moderating effects of work-family fit and work-family balance.

Harris, R. & Bennett, J (2004) in their research article Work-life in the balance describe the range of issues embraced by the term work-life balance which crosses disciplines and traditional boundaries. It covers aspects of gender, gendered time, work and family relationships and the implications of these for issues such as staff retention and motivation, excessive working hours, part-time working, time off for special purposes, and combining family and work-all in relation to limited amount of working and personal time we have at our disposal.

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Scholarios, D. & Marks, A (2004) in their article *Work-life balance and the software worker* examine the impact of employer flexibility to work-life issues and negative spillover from work to non-work life on the attitudes of software developers. This article depicts that intrusion of work into private life for this group of workers still has a substantial impact on work-related attitudes. Work-life boundary variables affect trust in the organization which plays a mediating role in these variables relationship to job satisfaction and organizational commitment. The results suggest that even within this industry, where employees are relatively individualistic in orientation, highly marketable and unlikely to show attachment to a single organization, mutual gains for employee and employer can be attained by an accommodating approach to non-work commitments which may lead to greater organizational attachment.

Byrne, U (2005) in her research article “Why are we talking about it at all?” articulates that the search for work-life balance is a process in which people seek to change things in accordance with changes in their own priorities, physical, psychological or both, and these can be triggered in their turn by factors such as: age; changes in working conditions; the demands of new technology; and poor management. Employees benefit through: having a greater responsibility and a sense of ownership; having better relations with

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management; avoiding bringing problems at home to work, and vice versa; having the time to focus more on life outside work; and having greater control of their working lives. The achievement of better work-life balance can yield dividends for employers in terms of: having a more motivated, productive and less stressed workforce that feels valued; attracting a wider range of candidates, such as older part-time workers and carers; increased productivity and reduced absenteeism; gaining the reputation of being an employer of choice; retaining valued employees; achieving reduced costs; and maximizing available labour.

Nicola Jacobshagen, Fabienne T Amstad, Norbert K Semmer, Martin Kuster\textsuperscript{26} (2005) in their research paper Work-life Balance in Top Management predicted that almost all the existing relationships between the stressors and strain were mediated by the work-family conflict. The strain parameters being irritation, psychosomatic complaints, work related depressive moods and the work related stressors being (overload, insecurity and number of hours worked) were controlled for.

Bird, Jim, (2006)\textsuperscript{27} in his research paper ‘Work-life balance: Doing it right and avoiding the pitfalls’ explains that a well implemented work life

strategy generally reduces both the real and perceived overwork and out-of-balance pressures that hamper productivity, producing a dramatic positive return on investment. He further focuses on the fact that employees expect their employers to recognize that in addition to having a job, they have a life. This is reflected by the fact that work–life balance issues with the boss or the company are the number one reason that individuals quit their jobs.

Greenhaus, J and Powell (2006)\textsuperscript{28} in their research paper ‘When work and family are allies: A theory of work-family enrichment’ define work–family enrichment as the extent to which experiences in one role improve the quality of life in the other role. They elaborate on the two paths of enrichment: an instrumental path and an affective path.

Joanna Hughes, Nikos Bozionelos (2007)\textsuperscript{29} in their study ‘Work-life balance as source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers’ explore the views of male workers in a male dominated occupation–bus driving. This research investigates the work life balance issue within a neglected group (bus drivers): male workers in a low profile male dominated occupation. The purpose of this study is to


explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. As a result of the study the fact that emerges is that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants as a clear connection between problems with work-life balance and withdrawal behaviors, including turnover and non-genuine sick absence. The study further advocates the work life balance incurs tangible costs to organizations and hence organizations need to establish human resource systems to deal with it.

Heery Edmund and Mike Noon (2008)\textsuperscript{30}, in their book ‘A Dictionary of Human Resource Management’ highlight that work life balance is that principle where the paid employment should be integrated with domestic life and community involvement in the interests of personal and social well-being.

Thomas Kalliath and Paula Brough (2008)\textsuperscript{31}, in their research article ‘Achieving Work-life Balance’ review six conceptualizations of work-life balance as:

- Multiple roles
- Equity across multiple roles
- Satisfaction between multiple roles


• Fulfillment of role salience between multiple roles
• A relationship between conflict and facilitation
• Perceived control between multiple roles

David Butler, Perry Carter (2008) in their research paper ‘Women Work: The Home, the Workplace and The Spaces Between’ explored and measured three aspects of work/life balance

• Time Balance, which concerns the amount of time given to work and non-work roles
• Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles.
• Satisfaction balance or the level of satisfaction with work and non-work roles.

Parris, M.A, Vickers, M.H, Wilkes, L, (2008) in their research paper ‘Caught in the Middle: Organizational Impediments to Middle Managers Work-life Balance’ present findings of a study on Australian middle level managers, their experiences on their lives both in and beyond the workplace, specifically the organizational impediments to creating balance. Three apparent


areas of impediments that emerged were the: impact of new technologies; limits to autonomy and control in middle management role and difficulty in taking advantages of flexible initiatives in the workplace, as middle managers are caught between work and personal life.

Parkes, P.L, Langford, H.P., (2008)\(^\text{34}\) in their study ‘Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organisations’ analyzed an Australian sample of over 16,000 employees to test their ability to balance work and other life commitments. Their paper explores that how the individual and organizational variables are related to work-life balance aiding further development of theory integrating work with other aspects of life. They further discuss the implications as how organizations position work-life balance strategies, particularly in relation to social responsibility and wellness, rather than the solution to employee commitment and retention.

Fischlmayr, I & Kollinger, I (2010)\(^\text{35}\) in their research article ‘Work-Life Balance- a neglected issue among Austrian Female Expatriates’


highlighted the importance of subjective well-being and the expatriate’s supportive personal environment for the success of an international assignment. Their study emphasizes the work-life balance situation of female expatriates on foreign assignments. The study highlights that work intrusion into family life has proven to have stronger impact on an expatriate’s life than vice versa. The importance of leisure time, social networks, sports and personal confidence is also determined.

2.2.2 National Studies

Bhatnagar, Jyotsna (2007)\textsuperscript{36} in her research study titled ‘Predictors of Organizational Commitment in India: Strategic HR roles, Organizational Learning Capability and Psychological Empowerment’ highlight the fact that employee commitment to be one of the most exciting issues for practitioners and academicians. The study examines the linkages between the organizational commitment and strategic HR roles, psychological empowerments as well as organizational learning capability in Indian managers.

\textsuperscript{36}Bhatnagar, Jyotsna, 2007 ‘Predictors of Organizational commitment in India: Strategic HR roles, organizational learning capability and psychological empowerment Human Resource Management 18,10, pp. 1782-1811.
2.3 THE LINKAGES BETWEEN WORK AND FAMILY

2.3.1 International Studies

Greenhaus, J, & Beutell, N (1985)\textsuperscript{37} in their research paper 'Sources of Conflict Between Work and Family Roles' examine the literature on conflict between work and family roles and suggest that work-family conflict exists when: (a) time devoted to the requirements of one role makes it difficult to fulfill requirements of another; (b) strain from participation in one role makes it difficult to fulfill requirements of another; and (c) specific behaviors required by one role make it difficult to fulfill the requirements of another. A model of work-family conflict has been proposed in their paper.

Lobel, S (1991)\textsuperscript{38} in his research paper 'Allocation of Investment in Work and Family Roles: Alternative Theories and Implications for Research' present the fact that the process of people's investment in work and family roles is poorly understood. Traditionally, investment in such roles had been considered the product of utilitarian motives. An alternative perspective, derived from social identity theory, suggests that identity salience determines this investment. Proponents of the two approaches differ in describing sources


of work-family conflict and methods of achieving work-family balance. The paper suggests future research on the moderating effects of gender, life stage, and culture as to be the fruitful areas for researchers to elaborate upon their integrated model.

Rodgers, C. S. (1992)\textsuperscript{39} in their research paper ‘The Flexible Workplace: What have we Learned?’ based on the data collected on white-collar and services sector jobs in over 20 large corporations show both the enormous demand from employees for more flexibility in the workplace and the considerable resistance to it by supervisors. The interest in more flexible work practices stems from the tremendous time constraints faced by the many employees with significant family responsibilities. Current practices, schedules, and management philosophy no longer seem to be adequate for workers in this important segment of the labor force and impede them from being as productive as they could be. The major barriers and enablers to flexibility are discussed and the data on benefits are reviewed. It is argued that if progress toward a more flexible workplace is to continue, the emphasis will have to shift from a strategy accommodating valued employees to new ways to manage and organize how work is done.

Wharton, A, & Erickson, R (1993)\textsuperscript{40} in their study 'Managing Emotions on the Job and at Home: Understanding the Consequences of Multiple Emotional Roles' explores work-family relations from the perspective of the emotion management performed by participants in both spheres. They elaborate that how work and family roles vary in the types and degrees of emotion management they require. The implications of this conception of work-family role variations in type and degree of emotion management for women and men work-family relations, paying particular attention to gender differences in work-family conflict and work-family role overload is tested. The framework developed highlights the need to examine variability in the emotion-management requirements of social roles, and it calls for attention to workers’ multiple role involvements in studies of emotion management and their effects on individuals.

Barnett, R, Brennan, R, Raudenbush, S, Pleck, J, & Marshall, N (1995)\textsuperscript{41} in their study 'Change in Job and Marital Experience and Change in Psychological Distress: A Longitudinal Study of Dual-Earner Couples' address the facts as the changes in job quality to be more closely linked to


changes in distress for men than for women. Conversely, the changes in marital quality to be more closely linked to changes in distress for women than for men. These facts are analyzed in a longitudinal analysis of a random sample of 210 full-time employed dual-earner couples. The study shows that the change over time in job role quality to be significantly associated with change over time in distress and the magnitude of the relationship differed little, if at all, by gender. In contrast, change over time in marital role quality to be associated with change in distress, but the magnitude of the association depended on gender. Among full-time employed married women, change in marital experience was found to be more closely linked to change in distress than among their husbands.

Westman, M, & Etzion, D (1995)\textsuperscript{42} in their research paper 'Crossover of stress, strain and resources from one spouse to another' focus on the crossover of burnout and of coping resources from husbands to wives and vice versa. The study was carried out on 101 couples, male military officers and their wives, randomly selected by the Israel Defense Force computer. Findings reveal that the husbands' sense of control and burn-out were positively related to the corresponding variables measured for their wives. A crossover of burn-out was exhibited from husbands to wives and vice versa. Furthermore, for both sexes,

\textsuperscript{42}Westman, M, &Etzion, D 1995, 'Crossover of Stress, Strain and Resources from One Spouse to Another', Journal of Organizational Behavior, 16, 2, pp. 169-181.
sense of control had the highest impact on their own burnout and on their spouse's burnout, after controlling for their own job stress and resources. Thus, the spouse's sense of control was found to be an additional resistance resource working to the benefit of the other partner. The relevance of these findings to burn-out prevention is discussed in this paper.

Adams, G, King, L, & King, D (1996) in their paper 'Relationships of Job and Family Involvement, Family Social Support, and Work -- Family Conflict with Job and Life Satisfaction' develop a model of the relationship between work and family that incorporates variables from both the work-family Conflict and Social Support literatures. The model relates bidirectional Work-family conflict family instrumental and emotional social support and job and family involvement to job and life satisfaction Data came from 163 workers who were living with at least 1 family member. Results suggested that relationship between work and family can have an important effect on job and life satisfaction and that the level of involvement the worker assigns to work and family roles is associated with this relationship. The results also suggested that the relationship between work and family can be simultaneously characterized by conflict and support higher levels of Work interfering with family Predicted lower levels of family emotional and

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instrumental support higher levels of family emotional and instrumental support were associated with lower levels of family interfering with Work.

Kossek, E, & Ozeki, C (1998)\textsuperscript{44} in their research paper ‘Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Directions for Organizational Behavior-Human Resources Research’ examine the relationship among work-family (w-f) conflict, policies, and job and life satisfaction. The meta-analytic results show that regardless of the type of measure used (bi-directional w-f conflict, work to family, family to work), a consistent negative relationship exists among all forms of w-f conflict and job-life satisfaction. This relationship was slightly less strong for family to work conflict. The relationship between job-life satisfaction and w-f conflict may be stronger for women than men.

Edwards, J, & Rothbard, N (2000)\textsuperscript{45} in their research paper ‘Mechanisms Linking Work and Family: Clarifying the Relationship between Work and Family Constructs’ emphasize the importance of mechanisms that link work and family. In this paper the authors translate work-

\textsuperscript{44}Kossek, E, & Ozeki, C 1998, 'Work-Family Conflict, Policies, and the Job-Life Satisfaction Relationship: A Review and Directions for Organizational Behavior-Human Resources Research', Journal of Applied Psychology. 83, 2, pp. 139-149.

family linking mechanisms into causal relationships between work and family constructs. For each relationship its sign and causal structure and how it is influenced by personal intent is explained. The paper shows linking mechanisms constitute theoretical building blocks for developing comprehensive models of the work-family interface.

Kossek, E, Colquitt, J, & Noe, R (2001)\textsuperscript{46} in their research ‘Caregiving decisions, well-being, and performance: the effects of place and provider as a function of dependent type and work-family climates’ investigate relationships between care-giving decisions and work-family outcomes as well-being, performance in work and family roles and work-family conflict -occurring as a function of dependent type and work and family climates. The authors compared effects of care-giving decisions regarding place and provider for child and elderly dependents in climates encouraging or discouraging sacrifice and sharing concerns. Well-being and performance were lowest with in-home elder care by a family member, in work or family climates that discouraged sharing concerns.

\textsuperscript{46}Kossek, E, Colquitt, J, & Noe, R 2001, 'Caregiving Decisions, Well-Being, and Performance: The Effects of Place And Provider as a Function Of Dependent Type And Work-Family Climates', Academy Of Management Journal, 44, 1, pp. 29-44.
Rothbard, N.P, (2001)\textsuperscript{47} in his study ‘Enriching or Depleting? The Dynamics of Engagement in Work and Family Roles’ develop a model of engagement in the multiple roles of work and family. Two competing arguments about the effects of engaging in multiple roles, depletion and enrichment have been put forth and then to integrate them by identifying the type of emotional response to a role, negative or positive, as a critical contrasting assumption held by these two perspectives. Moreover, depletion and enrichment are presented as complex multistep processes that include multiple constructs, such as engagement and emotion. This study jointly examines both the depleting and enriching processes that link engagement in one role to engagement in another, using structural equation modeling. Findings from a survey of 790 employees reveal evidence for both depletion and enrichment as well as gender differences. Specifically, depletion existed only for women and only in the work-to-family direction. Men experienced enrichment from work to family, while women experienced enrichment from family to work. Overall, more linkages were found between work and family for women than for men.

Major, V, Klein, K, &Ehrhart, M (2002)\textsuperscript{48} in their research article ‘Work Time, Work Interference with Family and Psychological Distress’


explicitly examine the effects of work time on work-family conflict. The authors developed and tested a model of the predictors of work time and the relationships between time, work interference with family (WIF), and psychological distress. The predictions showed several work and family characteristics were significantly related to work time. In addition, work time was significantly, positively related to WIF, which in turn was significantly, negatively related to distress. The results suggest that work time fully or partially mediates the effects of many work and family characteristics on WIF.

Patricia Voydanoff (2002)\textsuperscript{49} in her research article ‘Linkages Between The Work-Family Interface And Work, Family, And Individual Outcomes: An Integrative Model’ describe the work-family interface and proposes a conceptual model that links the work-family interface to work, family, and individual outcomes through several mediating mechanisms. The work-family interface is related to a cognitive assessment of work-family conflict, role balance or role enhancement. The assessment of conflict, balance, or enhancement can result in either work-family role strain or work-family role ease. Depending on the extent of strain or ease, individuals and families pursue various work-family adaptive strategies designed to improve or facilitate

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adjustment to various aspects of the work-family interface. The success of these strategies is indicated by the extent of perceived work-family fit. Work-family fit is related directly to work, family, and individual outcomes. Last, work-family adaptive strategies are proposed to have feedback effects on the work-family interface.

Dreu, C, Dierendonck, D, & Dijkstra, M (2004) in their research article 'Conflict at Work and Individual Well-Being' talk about the possible relationships between conflict at work and individual health, well-being, and job satisfaction. They argue that poor health and well-being can trigger conflict in the workplace, and reduce the extent to which conflict is managed in a constructive, problem solving way. The model further proposes that conflict, especially when managed poorly, can have negative long-term consequences for individual health and well-being, producing psychosomatic complaints and feelings of burnout. According to them conflict involves relationships and socio-emotional, rather than task-related issues.

Raghuram, S. and Wiesenfeld, B. (2004) in their paper ‘Work-Non-Work Conflict and Job Stress among Virtual Workers’ find some preliminary evidence suggesting that virtual work is negatively related to work-

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non-work conflict and job stress. The work factors (clarity of appraisal criteria, interpersonal trust and organizational connectedness) and individual factors (self-efficacy and ability to structure the workday) are identified and associated with work-non-work conflict and their associations were moderated by the extent of virtual work.

Bolino, M & Turnley, W (2005)\textsuperscript{52} in their research paper ‘The Personal Costs of Citizenship Behavior: The Relationship between Individual Initiative and Role Overload, Job Stress, and Work-Family Conflict’ suggest that individuals who engage in high levels of organizational citizen behavior (OCB) may become overloaded. This research explores the relationship between a specific type of OCB-namely, individual initiative-and role overload, job stress and work-family conflict. Results from a sample of 98 couples indicate that higher levels of individual initiative (as assessed by the spouse or significant other) are associated with higher levels of employee role overload, job stress and work-family conflict. The findings also suggest that the relationship between individual initiative and work-family conflict is moderated by gender such that the relationship is stronger among women than among men.

Heller, D, & Watson, D (2005) in their research paper ‘The Dynamic Spillover of Satisfaction between Work and Marriage: The Role of Time and Mood’ study the nature of the dynamic spillover between job and marital satisfaction. Their study tests both the concurrent and lagged associations between job and marital satisfaction at a within-individual level of analysis using a diary study of 76 fully employed married adults. The authors further examine the mediating role of mood in this spillover process. Consistent with their hypotheses, findings indicate both a concurrent and a lagged (job to marital and marital to job) job satisfaction-marital satisfaction association at the within-subject level of analysis and lend some support for the mediating role of mood (most notably positive affect) in these associations.

Lyness, K, & Kropf, M (2005) in their study on ‘The Relationships of National Gender Equality and Organizational Support with Work-Family Balance: A Study of European Managers’ examine work life balance relationships in the larger national context. Their study results in developing of a model suggesting that the degree of national gender equality is an important contextual variable that is positively related to organizational work-family supports (i.e. supportive work-family culture and flexible work arrangements).


which are in turn related to individual managers' balance of their work and family responsibilities. The model is tested using survey responses for 505 managers and professionals from 20 European countries and United Nations' Gender Development Index scores of national gender equality for their countries and find some support for the predicted relationships. These results highlight the importance of considering the larger context and especially a nation's standing in terms of its gender equality for understanding work-family balance.

Reynolds, J. (2005)\textsuperscript{55} in their research study ‘In the Face of Conflict: Work-Life Conflict and Desired Work Hour Adjustments’ help to integrate the work-life and work hours literatures by examining competing predictions about the relationship between work-life conflict and the desire for paid work. The findings suggest that work-life conflict makes women want to decrease the number of hours they work whether the conflict originates at home or at work. Men only want to decrease their hours when work-life conflict originates at work and some men facing frequent conflict actually want to increase their hours.

Westman, M, & Etzion, D (2005) in their research study ‘The Crossover of Work-Family Conflict From One Spouse to the Other’ do a secondary analysis of data from 220 women serving in the U.S. Air Force and their spouses, to examine the effects of job and family stressors on work-family conflict (WFC) and family-work conflict (FWC) focusing on the crossover of these experiences from one spouse to the other. Positive relationships of WFC with both job and family stressors for wives and with job stressors for husbands were found. Also the findings suggest that the job and family stressors predicted FWC for wives, but not for husbands. Furthermore, spouse's support buffered the relationship between one's job stressors and the experience of WFC for wives but accelerated these relationships for husbands.

Crompton Rosemary & Lyonette Clare (2006), in their research paper ‘Work Life Balance in Europe’ detail that though work-life balance is an European Union policy priority, within Europe there are considerable variations in the nature and extent of supports that national governments have offered to dual-earner families. In general, the Nordic welfare states offer the highest level of supports, although other countries, such as France, have historically offered extensive childcare supports to working mothers. The paper


details a 'societal effect' in the cases of Finland and Norway, in that significantly lower levels of work-life conflict are reported in these countries. However, support for childcare in France does not appear to have had a similar impact. Further explorations of the data reveal that the domestic division of labour is relatively traditional in France and that this is associated with higher levels of work-life conflict.

Golden, T, Veiga, J, & Simsek, Z (2006) in their research paper ‘Telecommuting's Differential Impact on Work-Family Conflict: Is There No Place Like Home?’ examine the impact of telecommuting on work-family conflict. Surveying 454 professional-level employees who split their work time between an office and home, the authors examined how extensively working in this mode impacts work-to-family conflict and family-to-work conflict, as well as the contextual impact of job autonomy, scheduling flexibility and household size. As hypothesized, the findings suggest that telecommuting has a differential impact on work-family conflict, such that the more extensively individuals work in this mode, the lower their work-to-family conflict, but the higher their family-to-work conflict. Additionally, job autonomy and scheduling flexibility were found to positively moderate telecommuting's impact on work-to-family conflict.

conflict, but household size was found to negatively moderate telecommuting's impact on family-to-work conflict, suggesting that contextual factors may be domain specific.

Beaujot, R & Anderson, R., (2007) in their research article ‘Time Crunch: Impact of Time Spent in Paid and Unpaid work and its Division in Families’ using a sample representative of the Canadian population aged 30-59 assess the extent to which various aspects of work-life balance - in particular, time spent in both paid and unpaid work, and its division in families produce stressful life conditions. Time crunch is found to be affected largely by the number of hours spent doing paid work, regardless of the type of work being done. The number of hours spent on unpaid work has less impact on the time crunch though the effect is stronger for women than men.

Valcour, M (2007) in their research study ‘Work-Based Resources as Moderators of the Relationship Between Work Hours and Satisfaction With Work-Family Balance’ report an investigation of the relationships of work hours, job complexity, and control over work time to satisfaction with work-family balance. Based on data from a sample of 570 telephone call center

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representatives, a moderated hierarchical regression analysis revealed that work hours were negatively related to satisfaction with work-family balance, consistent with the resource drain perspective. Job complexity and control over work time were positively associated with satisfaction with work-family balance. Control over work time moderated the relationship such that as work hours rose. Workers with low control experienced a decline in work-family balance satisfaction, while workers with high control did not.

Livingston, B, & Judge, T (2008)\textsuperscript{61} in their research study ‘Emotional Responses to Work-Family Conflict: An Examination of Gender Role Orientation Among Working Men and Women’ tested the effect of work-family conflict on emotions and the moderating effects of gender role orientation. On the basis of a multi-level design, the authors found that family-interfering with-work was positively related to guilt and gender role orientation interacted with both types of conflict (work-interfering-with-family and family-interfering-with-work) to predict guilt. In general, traditional individuals experienced more guilt from family-interfering-with-work, and egalitarian individuals experienced more guilt from work-interfering-with-family. Additionally, a higher level interaction indicated that traditional men tended to

experience a stronger relationship between family-interfering-with-work and guilt than did egalitarian men or women of either gender role orientation.

Lyness, K, & Judiesch, M (2008)\textsuperscript{62} in their research study ‘Can a Manager Have a Life and a Career? International and Multisource Perspectives on Work-Life Balance and Career Advancement Potential’ using self-ratings, peer ratings, and supervisor ratings of 9,627 managers in 33 countries, examine within-source and multisource relationships with multi-level analyses. The authors generally found that managers who were rated higher in work-life balance were rated higher in career advancement potential than were managers who were rated lower in work-life balance. However, national gender egalitarianism, measured with Project GLOBE scores, moderated relationships based on supervisor and self-ratings, with stronger positive relationships in low egalitarian cultures. The authors also found 3-way interactions of work-life balance ratings, rate gender, and gender egalitarianism in multisource analyses in which self-balance ratings predicted supervisor and peer ratings of advancement potential. Work-life balance ratings were positively related to advancement, potential ratings for women in high egalitarian cultures and men in low gender egalitarian cultures, but relationships were non-significant for men in high egalitarian cultures and women in low egalitarian cultures.

Root, L. S. and Wooten, L. P. (2008)\textsuperscript{63} in their study ‘Time out for family: Shift work, Fathers and Sports’ emphasize that how individuals in this predominantly male workforce talk about fulfilling family responsibilities in the face of relatively inflexible shift schedules. The study reveals the time pressures of shift work, particularly the afternoon-evening shift, affect the ability of fathers to participate in their children's activities, especially organized sports. Without formal options for scheduling flexibility, workers turn to a variety of informal approaches, such as ad hoc arrangements with sympathetic supervisors or the assistance of coworkers in covering for absences. In extreme cases, workers may engage in independent actions, often placing their jobs at risk. These findings contribute to the literature on work-family conflict and the gender dynamics of work-family life programs. By emphasizing the importance of including fathers in the work-family equation, they have practical implications for both employers and policymakers concerned with addressing the challenges of helping a contemporary work force strike an equitable balance between work and family life.

Halbesleben, J, Harvey, J, &Bolino, M (2009) in their research paper ‘Too Engaged? A Conservation of Resources View of the Relationship between Work Engagement and Work Interference with Family’ investigate a potentially negative outcome of engagement. Drawing upon conservation of resources theory, the study hypothesizes that engagement will be associated with higher work interference with family due to the resources engaged employees may expend when they engage in extra role work behavior such as organizational citizenship behaviors (OCBs). Further the study proposes that conscientiousness, as a personal resource, serves to buffer the relationship between OCB and work interference with family. Examining multisource data collected at multiple points in time from 3 diverse samples (total N = 844) the findings suggest that state engagement is associated with higher levels of work interference with family and that this relationship is mediated by the performance of OCBs. The findings also indicate that engaged employees who are highly conscientious experience lower levels of work interference with family than engaged employees who are less conscientious.

Frances McGinnity Frances, & Calvert, Emma (2009) in their research paper ‘Work-Life Conflict and Social Inequality in Western Europe’ argue that being busy is now a positive, privileged position and it is high status people who work long hours and feel busy. Their paper explores the relationship between work-life tension and social inequality, as measured by social class, drawing on evidence from the European Social Survey. The countries selected offer a range of institutional and policy configurations to maximize variation. Work-life conflict is found to be higher among professionals than non-professionals. Part of this is explained by the fact that professionals work longer hours and experience more work pressure than other social classes, though the effect remains even after accounting for these factors. While levels of work-life conflict vary across the countries studied, country variation in class differences is modest.

Gallie, D & Russell, H. (2009) in their article ‘Work-Family Conflict and Working Conditions in Western Europe’ explore the influence of working conditions on work-family conflict (WFC) among married/co-habiting employees across seven European countries. Using data from the European Social Survey, the paper investigates the role of working conditions

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relative to household level characteristics in mediating work-family conflict at the individual level. Further the paper explores whether perceived conflict is lower in countries with coordinated production regimes and where social policy is more supportive of combining paid work and care demands. The findings shows that for men the lowest rates of WFC occurred in Denmark, Sweden and Norway and thus for men there is a distinct ‘Nordic’ effect consistent with the welfare and production regime expectations. For women, paradoxically the ‘raw’ levels of work-family conflict are particularly high in France, Denmark and Sweden where supports for reconciling work and family life are high.

The high conflict among French women is explained by household composition factors and is due to higher levels of family pressures. Higher levels of conflict among Danish and Swedish women appear to be associated with their longer hours of work. Work conditions are found to play a larger role than family characteristics in accounting for work-family conflict, both in the country level models and in the pooled models. While the paper partly reflects the focus on the spill-over of work into family life, it is notable that family characteristics have little effect in mediating work pressures. The results suggest that a policy emphasis on improving work conditions is likely to have major leverage in reducing work-family conflict.
KairiKasearu (2009) in his research paper ‘The Effect of Union Type on Work-Life Conflict in Five European Countries’ explores the strategies for reconciling family and work in different union types. The focus is on investigating how cohabiting and married individuals perceive the work-life conflict in different European countries. To test the union type impact on work-life balance in the context of different societal conditions, the paper draws on 2004 European Social Survey data from Sweden, Germany, United Kingdom, Slovenia and Estonia. The pooled country data are examined to analyse the association between work-life conflict and socio-demographic, as well as family-level characteristics of individuals. The findings do not demonstrate uniform differences in the work-life conflict of married and cohabiting couples. However, a higher degree of work-life conflict among Swedish cohabiting women is found to be still significant when controlling for individual characteristics, household composition and working conditions.


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by an increased diversity of workplaces and of families, by methodological innovations, and by the growth of communities of scholars focused on the work-family nexus. These developments are discussed as the backdrop for emergent work-family research on six central topics: (a) gender, time, and the division of labor in the home; (b) paid work: too much or too little; (c) maternal employment and child outcomes; (d) work-family conflict; (e) work, family, stress, and health; and (f) work-family policy.

Fisher, C.D (2010) in their research paper 'Happiness at Work' review the definition, causes and consequences of happiness at work, drawing also on insights from the expanding positive psychology literature on happiness in general. Many discrete organizational behavior constructs arguably belong to a larger family of happiness-related constructs, and share some common causes and consequences. Happiness at work includes, but is far more than job satisfaction. A comprehensive measure of individual-level happiness might include work engagement, job satisfaction, and affective organizational commitment. Aspects of happiness have been (and should be) conceptualized and measured at multiple levels, including transient experiences, stable person-level attitudes, and collective attitudes, and with respect to multiple foci, such as discrete events, the job, and the organization. At all levels, there is evidence that happiness has important consequences for both individuals and organizations.

Lazarova, M, Westman, M, & Shaffer, M (2010) in their research paper 'Elucidating the Positive Side of The Work-Family Interface on International Assignments: A Model of Expatriate Work and Family Performance' draw upon both Job Demands-Resources theory and contagion theory, to conceptualize cognitive, affective, and conative influences on expatriate work role and family role performance. The expatriate adjustment is clarified by expanding the concept to capture family role adjustment and by mapping relationships among the forms of adjustment. It also highlights the mediating role of engagement for understanding the influence of adjustment on role performance and considers spillover across work and family contexts and crossover between expatriates and partners.

Ten Brummelhuis, L. L. and Van der Lippe, T. (2010) in their paper ‘Effective Work-Life Balance Support for various Household Structures’ explore whether various types of work-life balance support measures improve employee helping behavior and performance among single employees, employees with a partner and employees with a partner and children. The results showed that the organization's work-family culture

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improved work performance among parents but reduced performance among singles. Singles' work outcomes improved, however, when they had access to flexible work arrangements, whereas couples benefited from their supervisors' social support. The results stress the importance of the employee's household structure when considering appropriate support for balancing work and life roles.

Özbilgin, M. F., Beauregard, T. A., Tatli, A. and Bell, M. P. (2011)\textsuperscript{72} in their review ‘Work–Life, Diversity and Intersectionality: A Critical Review and Research Agenda’ discuss work–life issues have important implications at both organizational and individual levels This paper provides a critical review of the work–life literature from 1990 onwards through the lens of diversity with a particular focus on disparities of power induced by methodological and conceptual framings of work and life. The review scrutinizes blind spots in the treatment of life, diversity and power in work–life research in both positivist and critical scholarship. In order to transcend the blind spots in positivist and critical work–life research, the review argues the case for an intersectional approach which captures the changing realities of family and workforce through the lens of diversity and inter-sectionality. The theoretical contribution is threefold: first, the review demonstrates that

contemporary framing of life in the work–life literature should be expanded to cover aspects of life beyond domestic life. Second, the review explains why and how other strands of diversity than gender also manifest as salient causes of difference in experiences of the work–life interface. Third, the review reveals that social and historical context has more explanatory power in work–life dynamics than the micro-individual level of explanations. Work–life literature should capture the dynamism in these contexts. The paper also provides a set of useful recommendations to capture and operationalize methodological and theoretical changes required in the work–life literature.

Zhaoli, S, Maw-Der, F, Uy, M, & Shuhua, S (2011)\textsuperscript{73} in their research paper ‘Unravelling the Daily Stress Crossover Between Unemployed Individuals and Their Employed Spouses’ examine the dynamic relationship of distress levels between spouses when one is unemployed (and looking for a job) while the other is engaged in full-time employment. Using the diary survey method, 100 couples in China were sampled for 10 days and tested a model comprising three stress crossover mechanisms: the direct crossover, the mediating cross-over and the common stressor mechanisms. Results supported the direct cross-over and common stressor mechanisms. Other stressors (e.g.,

work-family conflict and negative job search experience) were also related to
distress of the unemployed individuals and their employed spouses.
Additionally, a three-way interaction involving gender, marital satisfaction, and
distress levels of employed spouses has been evolved.

2.3.2 National Studies

Aryee, S, Srinivas, E, & Tan, H (2005)\(^7\) in their research study
‘Rhythms of Life: Antecedents and Outcomes of Work-Family Balance in
Employed Parents’ examine antecedents and outcomes of a fourfold taxonomy
of work-family balance in terms of the direction of influence (work-family vs.
family-work) and type of effect (conflict vs. facilitation). Respondents were
full-time employed parents in India. Confirmatory factor analysis results
provided evidence for the discriminant validity of M. R. Frone's (2003) four
fold taxonomy of work-family balance. Results of moderated regression
analysis revealed that different processes underlie the conflict and facilitation
components. Furthermore, gender had only a limited moderating influence on
the relationships between the antecedents and the components of work-family
balance.

\(^7\)Aryee, S, Srinivas, E, & Tan, H 2005, 'Rhythms of Life: Antecedents and Outcomes of Work-Family
Baral, R. & Bhargava, S.(2010) in their research paper ‘Work-Family Enrichment as a Mediator between Organizational Interventions for Work-Life Balance and Job Outcomes’ examine the role of work-family enrichment in the relationships between organizational interventions for work-life balance (job characteristics, work-life benefits and policies, supervisor support and work-family culture) and job outcomes (job satisfaction, affective commitment and organizational citizenship behaviour). The study reflects on the work-family domain relationships in a novel socio-cultural context and demonstrated the mediating role of work-family enrichment in the relationships between organizational interventions for work-life balance and job outcomes.

The analysis data is from four organizations in India representing manufacturing and information technology (IT) sectors. The findings reflect that job characteristics are positively related to all the measures of job outcomes. Supervisor support and work-family culture are positively related to job satisfaction and affective commitment. Job characteristics and supervisor support were found to be positively related to work-to-family enrichment. Work-to-family enrichment mediated the relationships between job

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characteristics and all job outcomes and between supervisor support and affective commitment.

Jaga, A. & Bagraim, J.(2011)\textsuperscript{76} in their research paper ‘The Relationship between Work-Family Enrichment and Work-Family Satisfaction Outcomes’ investigate the positive aspects of the interface between work and family by examining the relationship between work-family enrichment and work-family satisfaction outcomes. Employees at a national retail chain were studied. The analysis showed that work-to-family enrichment explains a significant proportion of the variance in both job satisfaction and career satisfaction and that the affective component of family-to-work enrichment explains a significant proportion of the variance in family satisfaction.

2.4 LINKAGES BETWEEN WORK-LIFE BALANCE AND INFORMATION TECHNOLOGY SECTOR

2.4.1 International Studies

Hyman, J, Baldry, C, Scholarios, D, & Bunzel, D (2003)\textsuperscript{77} in their paper 'Work–Life Imbalance in Call Centres and Software Development', evaluates the centrality of work to employees in two growing employment sectors, call-centres and software development. It then examines evidence for extensions of work into household and family life in these two sectors. Extensions are identified as tangible, such as unpaid overtime, or intangible, represented by incursions imported from work, such as exhaustion and stress. The study finds that organizational pressures, combined with lack of work centrality, result in work intruding into non-work areas of employee lives, though intrusions manifest themselves in different ways according to type of work, levels of worker autonomy and organizational support.

Messersmith, J. (2007)\textsuperscript{78} in their research study ‘Managing Work-Life Conflict among Information Technology Workers’ talk about organizations continue to emphasize information technology (IT) to help them compete, IT professionals are being asked to overcome a growing list of challenges. This

\textsuperscript{77}Hyman, J, Baldry, C, Scholarios, D, & Bunzel, D 2003, 'Work–Life Imbalance in Call Centres and Software Development', British Journal Of Industrial Relations, 41, 2, pp. 215-239.

unrelenting emphasis on IT initiatives often results in longer working hours and around-the-clock support, placing IT workers at risk of suffering from work-life conflict. Human resource managers must skillfully manage this issue with a particular focus on mitigating the consequences associated with work-life conflict. This study provides an analysis of the antecedents to work-life conflict in the IT profession, as well as solutions that organizations may implement to increase the work-life balance of IT professionals.

Adya, M. P. (2008)⁷⁹ in their research paper ‘Women at Work: Differences in IT career Experiences and Perceptions between South Asian and American Women’ talk about growing minority representation in the information technology (IT) workforce coupled with a “youth bulge” in developing Asian countries are indicative of increasing diversity in the U.S. IT workforce. This diversity raises new management concerns. To better comprehend these emerging issues, this study compares career experiences and perceptions of South Asian women in the U.S. IT workforce with those of American women IT professionals. In doing so, it contrasts social, cultural, and individual factors that impact these career experiences. The study reveals that while most women from South Asia did not identify career genderization in the workplace, American IT professionals perceived greater stereotyping and

discrimination. Although both groups equally felt the pressures of work-life balance, the impact of these pressures on long-term commitment to IT careers was felt differently across the two groups. Differences also are evident in perceptions of IT work, mentoring relationships and coping mechanisms relied upon by the two groups. The study concludes with recommendations for improved diversity integration in the workforce and provides suggestions for future research in multicultural settings.

GunaSeelanRethinam & Maimunah Ismail (2008)\(^8\) in their research study ‘Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals’ emphasize that work environment is one of the factors that describe the quality of work life (QWL). They articulate the fact that the group of work force particularly affected by the QWL as a result of the dynamic changes in the work environment is the information technology professionals. This study has been done on IT professionals in many countries and in Malaysia. The constructs of QWL discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance. The study concludes QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

\(^8\)GunaSeelanRethinamMaimunah Ismail 2008, ‘Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals’, European Journal of Social Sciences 7,1, pp.-58-70
Hyman, J, Baldry, C, Scholarios, D, & Bunzel, D (2003) in their research paper 'Work–Life Imbalance in Call Centres and Software Development' evaluate the centrality of work to employees in two growing employment sectors namely call-centers and software development. The evidence for extensions of work into household and family life in these two sectors is examined. Extensions are identified as tangible, such as unpaid overtime, or intangible represented by incursions imported from work such as exhaustion and stress. The study finds that organizational pressures, combined with lack of work centrality, result in work intruding into non-work areas of employee lives, though intrusions manifest themselves in different ways according to type of work, levels of worker autonomy and organizational support.

The literature review brings to light that various respondent variables as one’s age, marital status or gender etc. influences his or her likeness towards job, his satisfaction levels with the job and also impacts the physical well-being of the individual. Also many reviews suggest that if an individual is satisfied with his job or has a likeness towards his job it directly impact his work life balance in a positive manner. Another point that surfaces is that good physical health or health well-being is a symptom of a greater balance in the work and family life.

Hence, we can summarise to state that the respondent variables have a direct influence on job satisfaction, likeness towards a job and physical well-being which in-turn influence an individual’s work life balance. At the same time these respondent variables as gender, marital status, age, association with the present job, etc. tend to directly also impact the work life balance of an individual.

2.5 RESEARCH GAPS IDENTIFIED

- Most of the research studies have been carried out in the developed economies as Europe and America. Literature review was not able to identify similar studies for the developing economies as India where this effect of work–life balance has become prominent in the last decade.
- The few national studies pertaining to work-life balance were focussed on the industrial sectors as manufacturing, service sector or in combination with IT industry. There was no national study found which had a focus particularly on the middle management level of IT industry employees.
- Most of the research studies emphasised on the various respondent variables that tend to impact the work life balance of an individual. None of the studies identified factors that may positively or negatively influence the work life balance.
2.6 CONTRIBUTION OF THE PRESENT STUDY

This study makes its contribution by filling in the gaps identified during the literature review as follows:

- This study is one of its kinds which specifically focus on work life balance of the middle management level of IT sector employees alone. It does not involve any other industrial sector under its scope of study.
- This study identifies the factors that positively or negatively influence the work life balance of the middle management level of IT employees in the Indian cultural context.
- This study will facilitate the HR managers of IT companies to develop successful strategies for managing work life balance of their employees.